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23 April 1964

MEMORANDUM FOR: Director of Training

SUBJECT: Seminar on Youth & Student Operations
for WH Division

Course Description

1. This Seminar on Youth & Student Operations was the first to be conducted by the Office of Training. It was created at the request of WH Division and was tailored to fit the specific needs of their officers. All the regular participants at the round table were representatives of WH, selected by the Division. With the permission of the Division, [redacted] of the CI Staff sat in on the sessions. The seminar opened on Monday, 23 March with 12 officers present, ran from 0900 to 1300 for one week, and closed on Friday, 27 March.

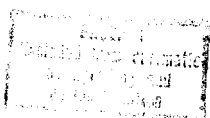
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2. The students ranged in seniority from case officer to branch chief. Most had considerable operational experience in headquarters and in the field. The seminar roster was as follows:

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Name	Component	Grade
[redacted]	WH	GS-13
	WH	GS-12
	WH	GS-13
	WH	GS-13
	WH	GS-12
	WH	GS-13
	WH	GS-12
	WH	GS-13
	WH	GS-14
	WH	GS-13
	WH	GS-15
	WH	GS-12



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Observations and Conclusions

3. The Youth and Student Operations Seminar was significant in two respects. It was the first course on this subject given in the Agency, and to our knowledge, it was the first course designed by OTR to meet the needs of a single area division. Those of us most directly involved in putting the Seminar together -- and I

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office -- believe it was a success. The participants' reaction was excellent. Their written critiques are attached.

4. In addition to our shared feelings that a Youth and Student Course would be worthwhile and that this experiment in tailored training should be tried, there were three special reasons for this Seminar.

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were most interested in raising for discussion the problems, apprehensions, failures, and successes in this field of action with the hope of stimulating better operational performance throughout the Division.

5. We have been told that WH wants this Seminar repeated so long as the need exists. As the result of this experiment, WH is interested in arranging two other seminars, one on political

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has suggested that I prepare a tentative program for the political action seminar, which we might schedule in June.

6. Although I think the following views would be endorsed by the other officers involved, I submit them, for accuracy's sake, as my own:

a. There is a natural, special value in bringing together the officers of a single division to probe and discuss related operational problems.

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b. With the impetus for such training coming from the Division's front office, it is possible to select with care the officers invited to attend. As a consequence, both group interest and group contribution tend to be greater than commonly found among the heterogeneous students of the typical course.

c. Since such a seminar is an famille, there is and should be a greater willingness of the participants to drag out the poorer cases as well as the better ones for discussion and dispute.

d. This seminar almost certainly had a healthy effect on Division-Staff relationships, a result of joint preparation and joint participation, and the frank discussion of disagreements and historic irritations.

e. The one-division seminar is a promising vehicle for surfacing new operational approaches, for effecting redirection of effort, and therefore for improving area-wide performance.

f. I suspect and hope we shall find an increasing interest in such specialized training programs. When such programs are contemplated the following considerations should be borne in mind:

(1) Although area divisions may sometimes prefer to run their own seminars, in most cases it will probably be helpful to all concerned if OTR stages them, prepares the schedules, assumes the chairman's role, makes the administrative arrangements, arranges training credits for the participants, and looks after the myriad house-keeping details. I would expect the division to prefer being relieved of these burdens.

(2) The OTR officer's primary responsibility in preparing such a seminar is to organize for the division what it wants and needs. The closest

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working relationship with the division's front office and staffs is essential, for it is only with their advice and assistance that one can establish the training requirements and identify the best sources of information, experience, and guidance to inject into the program.

(3) It remains to be seen whether a proliferation of one-division seminars would diminish student enrollment in established courses. (This does not apply to youth and student training.) Such a concern, in any event, is premature. I am inclined to think that just the opposite may occur -- that a heightened interest in training may develop along with a recognition of the value of special training for special purposes. Parenthetically, I concluded some time ago that students we tutor gain much more than the regular students in the regular courses. And this line of reasoning applies in much the same way to the participants in the special seminar.



5. This experiment in specialized training may well forecast a new dimension of our headquarters training activity. I feel that we should be willing to carry this experimentation considerably further if we are invited to do so.


Chief Instructor

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Attachments:
Course Schedule
Critiques

Distribution:

Orig. - HRR
1 - G/OS
1 - DDP/RO
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1 - HRR/OS

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ORIGINAL DOCUMENT MISSING PAGE(S):

Attachments